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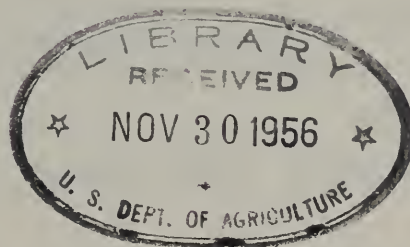


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**SUPPLEMENTAL MATERIAL FOR USE  
IN DISCUSSING**

**WHAT IS MANAGEMENT?**



**Edward F. Wilson, Assistant Chief  
Electric Operations & Loans Division  
Rural Electrification Administration**

**February 7, 1955**

## DEFINITION OF MANAGEMENT

### Management

1. Act or art of managing; the manner of treating, directing, carrying on, or using, for a purpose; conduct; control.
2. Judicious use of means to accomplish an end; conduct directed by art or address; skillful treatment.

Mark with what management their tribes divide;  
Some stick to you, and some to t' other side.

3. Capacity for managing; executive ability or skill; also, Obs., tact; cleverness.
4. The collective body of those who manage or direct any enterprise or interest; the board of managers.
5. Obs. a An instance or act of management; also, a contrivance; artifice. b A business dealing; negotiation. c Consideration; indulgence; moderation of feeling; - after F. menagement.

Syn. - Government, direction, care, charge.

Webster's New International Dictionary, Second Edition, Unabridged.  
G. & C. Merriam Company, Springfield, Mass., 1950.



PRINCIPLES OF SCIENTIFIC MANAGEMENT  
F. W. Taylor

"Under the old type of management success depends almost entirely upon getting the "initiative" of the workmen, and it is indeed a rare case in which this initiative is really attained. Under scientific management the "initiative" of the workmen (that is, their hard work, their goodwill, and their ingenuity) is obtained with absolute uniformity and to a greater extent than is possible under the old system; and in addition to this improvement on the part of the men, the managers assume new burdens, new duties, and responsibilities never dreamed of in the past. The managers assume, for instance, the burden of gathering together all of the traditional knowledge which in the past has been possessed by the workmen and then of classifying, tabulating, and reducing this knowledge to rules, laws, and formulae which are immensely helpful to the workmen in doing their daily work. In addition to developing a science in this way, the management take on three other types of duties which involve new and heavy burdens for themselves.

These new duties are grouped under four heads:

First. They develop a science for each element of a man's work, which replaces the old rule-of-thumb method.

Second. They scientifically select and then train, teach, and develop the workman, whereas in the past he chose his own work and trained himself as best he could.

Third. They heartily cooperate with the men so as to insure all of the work being done in accordance with the principles of the science which has been developed.

Fourth. There is an almost equal division of the work and the responsibility between the management and the workmen. The management take over all work for which they are better fitted than the workmen, while in the past almost all of the work and the greater part of the responsibility were thrown upon the men.

It is this combination of the initiative of the workmen, coupled with the new types of work done by the management, that makes scientific management so much more efficient than the old plan."

Frederick Winslow Taylor, The Principles of Scientific Management, (1911) pp 35-7. Reprinted in Scientific Management, Harper and Brothers, New York, 1947.

POSDCORB  
Luther Gulick

". . . ., "What is the work of the chief executive? What does he do?"

The answer is POSDCORB.

POSDCORB is, of course, a made-up word designed to call attention to the various functional elements of the work of a chief executive because "administration" and "management" have lost all specific content. POSDCORB is made up of the initials and stands for the following activities:

- Planning, that is working out in broad outline the things that need to be done and the methods for doing them to accomplish the purpose set for the enterprise;
- Organizing, that is the establishment of the formal structure of authority through which work subdivisions are arranged, defined and co-ordinated for the defined objective;
- Staffing, that is the whole personnel function of bringing in and training the staff and maintaining favorable conditions of work;
- Directing, that is the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise;
- Co-ordinating, that is the all important duty of interrelating the various parts of the work;
- Reporting, that is keeping those to whom the executive is responsible informed as to what is going on, which thus includes keeping himself and his subordinates informed through records, research and inspection;
- Budgeting, with all that goes with budgeting in the form of fiscal planning, accounting and control."

"The Theory of Organization," by Luther Gulick. Papers in the Science of Administration, Luther Gulick and L. Urwick, ed., Institute of Public Administration, New York, 1937, p-13.



ELEMENTS OF ADMINISTRATION  
Henri Fayol

"To plan means to study the future and arrange the plan of operations.

To organize means to build up the material and human organization of the business, organizing both men and materials.

To command means to make the staff do their work.

To co-ordinate means to unite and correlate all activities.

To control means to see that everything is done in accordance with the rules which have been laid down and the instructions which have been given."

Henri Fayol, Administration Industrielle et Générale, Paris, 1925.  
(The book was based on concepts developed in 1908, and set forth in lectures delivered in 1916.) Quoted in "The Function of Administration," by L. Urwick. Papers in the Science of Administration, Luther Gulick and L. Urwick, ed., Institute of Public Administration, New York, 1937, p. 119.

FIVE FUNCTIONS OF MANAGEMENT  
Rogers, Slade and Hill

Planning

Organizing

Directing

Coordinating

Control

Used in Management Institutes by T. H. Nelson of Rogers, Slade and Hill.

## THE TASKS OF MANAGEMENT

U. S. Bureau of the Budget

1. Define objectives for the enterprise (policy planning).
2. Plan programs to carry out these stated objectives (program planning).
3. Plan and build organization structure to carry out programs.
4. Plan and install procedures and methods for activities.
5. Procure funds and administer finances.
6. Staff the organization.
7. Provide the information necessary for controlling.
8. Analyze the information provided for control.
9. Adjust and improve program operations and objectives.
10. Motivate the organization.
11. Provide facilities and supplies.
12. Maintain external relationships.
13. Issue orders to carry out decisions and policies and develop a system for the control and distribution of issuances.

Processes of Organization and Management, - Edited by Catheryn Seckler-Hudson  
Public Affairs Press, Washington, D. C., 1948, pp 76-79.

GENERAL PRINCIPLES  
H. S. Person

"RESEARCH in its various forms is the approach to solution of all problems of management.

STANDARDIZATION provides the basis for understanding necessary to co-operative effort, through formulation of purposes, policies, plans, projects, facilities, methods, conditions, etc., which become constant factors in planning and execution.

CONTROL is effected by co-operative observance of the "laws" inherent in the situation, discovered by research and made practical by formulation in terms of standards.

CO-OPERATION as a mental attitude is a condition of efficient common effort, and as a mode of conduct is the result of the formulation of standards of purpose, facility, method and relationship."

From "Scientific Management as a Philosophy and Technique of Progressive Industrial Stabilization", an address by H. S. Person in 1931. Copyrighted, 1944.

# SCIENTIFIC MANAGEMENT

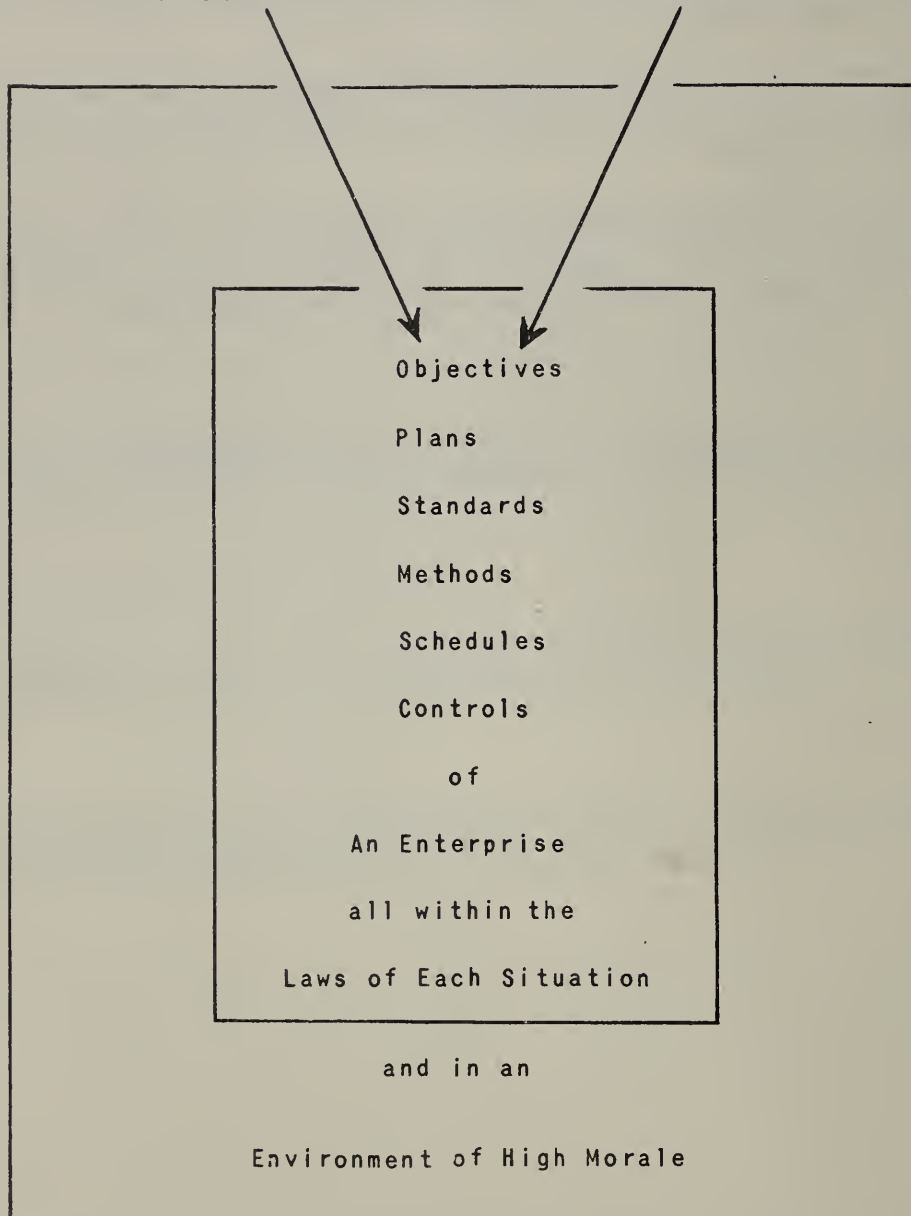
as defined by

*Dr. Harlow S. Person, Morris L. Cooke,  
Dan M. Braum and charted by Mr. Braum*

SCIENTIFIC MANAGEMENT EXERCISES BASIC SYSTEMATIC TECHNIQUE

for

DISCOVERING and ESTABLISHING



and

THEREBY EXEMPLIFIES THE BEST USE OF HUMAN AND MATERIAL ENERGY





